



-Translate-

## **Risk Management Policy**

### **Sky ICT Public Company Limited**

#### **Introduction**

Sky ICT Public Company Limited recognizes that risk management is part of good corporate governance, which is an important basis for achieving company objectives.

Identifying and managing risk will

It encourages companies to make better decisions and helps them to see the likelihood of significant risks, as well as to determine them.

Guidelines for mitigation of the impact of potential incidents

Risk refers to the likelihood of a potential event that will affect the company's business practices that prevents the company from achieving its intended objectives.

#### **Purpose**

The risk management policy ("This Policy") aims as follows:

1. Establish a consistent corporate framework and risk management process to implement throughout the organization.
2. Determine the responsibilities for controlling and managing the risks identified appropriately.

#### **Scope**

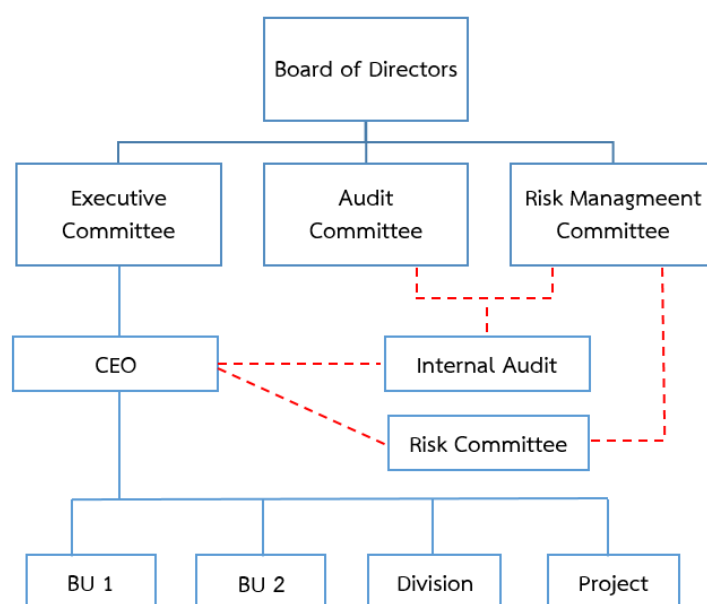
This policy shall apply to all processes of operation, including management and all employees of the Company.

#### **Risk Management Policy**

1. The Company conducts its business under acceptable risk to achieve its objectives and respond to the expectations of its stakeholders by requiring risk management to be part of the preparation of its annual business plan, administration and daily decisions, and project management processes.
2. All management and employees of the company are risk owners, whose responsibility is to identify and assess the risks of the agency for which they are responsible, as well as to determine appropriate measures to manage them.
3. Risks affecting the achievement of the Company's objectives must be implemented as follows:

- Identify risks in a timely manner.
  - Assess the likelihood of occurrence, risk and impact if such incidents occur.
  - Manage risks in accordance with established risk management guidelines (in accordance with Enclosure 1), taking into account the costs involved and the benefits to be derived from the management of such risks.
  - Follow up, take care to ensure that the company's risks are properly handled.
4. The risks that may have an impact on the Company's business plan and strategy. All high and very high risks must be reported to the Audit Committee and the Board of Directors.

### **Risk Management Structure**



### **Duty, responsibility.**

1. The Board of Directors has overall responsibility for oversight of risk management within the Company.
2. The Risk Management Committee and the Audit Committee assist the Board of Directors in fulfilling their risk management functions by examining, ensuring that the risk management system is appropriate and productive.
3. The Chief Executive Officer is responsible for the implementation of this policy and directs its continued compliance, through the Risk Management Board and the Risk Board, which is composed of executives from the principal body of the company chaired by the Chief Executive Officer.
4. The Risk Committee is responsible for the following matters:
  - Establish risk management policies, risk management strategies and guidelines, to be proposed to the Board of Directors for consideration and approval.

- Consider the risk review and risk management guidelines of the company as evaluated by the risk ownership agency, and provide feedback for improvement.
  - Consider the report on the likelihood of corruption, including its impact, covering various forms of corruption.
  - Supervise the effectiveness of the company's risk management processes by continuously monitoring and reviewing them in line with business strategies and goals, including changing circumstances .
  - Report risks with high and very high risk levels to the Chief Executive Officer, Risk Management Board, Audit Board and Board of Directors.
  - Regularly review this policy and risk management guidelines at least once a year to ensure that the company's policies and risk management guidelines are consistent and appropriate with the company's business conditions.
5. The Internal Audit Unit is responsible for examining the effectiveness of internal controls through an annual internal audit, which is an audit of key business processes based on risk factors, as well as monitoring improvements to detected deficiencies.
6. The Chairman of the Risk Management Board is responsible for reporting corporate risk management results to the Audit Committee and the Board of Directors takes note of the activities of the Risk Management Board and prepares the report of the Risk Management Board for disclosure in the Annual Report (Form 56-1 One Report).
7. All executives and employees are responsible for identifying, analyzing, assessing and sequencing the risks of the agency they themselves are responsible for, including establishing appropriate measures to manage the risks.

### **Risk management process**

The risk management process at each stage of the company can be viewed. According to Enclosure 2.

### **Policy review**

The Board of Directors can recommend that the policy be updated when they see fit, and the Risk Management Board must review this policy, on an annual basis, and propose that the Board of Auditors and the Board of Directors consider approving it if it is changed.



To take effect from 14 November 2025 onwards.

-SOMKIT LERTPAITHOON-
(PROF. DR. SOMKIT LERTPAITHOON)
Chairman Approved by the Board of Directors Meeting No. 9 / 2025 On November 13, 2025

## Risk Management Guidelines

### Risk Identification Framework and Guidelines

The Risk Management Board shall find out the various risk factors affecting different areas as follows:

- **Strategy** refers to the impact on the achievement of a company's business or investment goals, such as profit, income, cost, expense, or impairment of investment capital, etc.
- **Operations** refers to the impact on the company's normal operating capabilities, including human resources management, operational processes, and technologies such as network systems are damaged and out of service, office locations are damaged, computer systems and / or communications systems are out of use, etc.
- **Finance** refers to the impact on the financial position of the company, including the ability to pay debts, the capital structure and liquidity of the company to manage the company's cash flow to prevent disruption opportunities, such as risk, the source of capital and loans, and the company's income and expenditure, etc.
- **Reputation** refers to the overall corporate image impact, such as poor governance, non-transparency, lawbreaking, exploitation of stakeholders, etc.
- **Legal** means the risk of entities having to comply with laws and requirements, such as the risk of breach of obligations, the risk of lack of regulatory reporting, or non-compliance with laws, regulations and regulations.

### Risk Impact and Risk Likelihood

The Risk Management Committee shall determine the appropriate measures of risk severity and likelihood of risk (s). In determining risk effects, the following factors are determined according to the impact table and the likelihood of risk (s).

#### Measuring the impact

Score level	Impact level	Effects on business / project success
5	Catastrophic	The worst threat to business / project success
4	Critical	Large impacts / large financial losses that require immediate corrective action.
3	Major	Main effects / There are financial losses that need correction.

2	Minor	Had little impact.
1	Insignificant	Has a small (insignificant) impact.

### Measuring the likelihood of occurrence

Score level	Opportunity	Characteristics
5	Almost certain	Has happened before.
4	Likely	Could happen easily.
3	Possible	Could have happened. Or had happened before.
2	Unlikely	It hasn't happened yet, but it can happen.
1	Rare	There are opportunities, but only in extreme situations.

### Risk Response to Residual Risk

#### 1. Risk Mapping

Chances arise.	5	M	H	E	E	E
	4	M	M	H	H	E
	3	L	M	M	H	E
	2	L	L	M	M	H
	1	L	L	L	M	M
		1	2	3	4	5
		Impact				

## 2. Risk response measures

Code	Risk level	Risk response measures
E	Very high.	Establish a Treatment Plan to Avoid or Reduce the Impact. Implement the Plan and Follow-up Daily
H	High.	Determine Treatment Plan. Implement the plan and follow-up within 7 days.
M	Medium	Define modifications to work processes and follow-up.
L	Low	Risk monitoring from normal performance.

## 3. How to respond to self-risk

- **Treat the risk** means reducing the likelihood of occurrence, or reducing the impact, or reducing both parts to an acceptable level by providing a control system.
- **Transfer the risk** means reducing the likelihood of a risk or reducing the impact or reducing both by finding a risk co-responsible person, such as insurance.
- **Accept / Tolerate the risk** means accepting the risk because the risk is at an acceptable level. The level of opportunity and impact must be monitored to ensure that the risk is still at an acceptable level. But if the level of risk is found to be increased, consideration must continue to be given to appropriate risk management measures.
- **Avoid the risk** refers to the avoidance or cessation of risky actions, such as serving or performing a non-dominant part, may avoid or stop the part, and may use Outsource instead.

